

## **203.4 MANDATORY REFERENCES**

### **203.4.1 External Mandatory References**

There are no External Mandatory reference documents mentioned in this ADS chapter. Due to the interrelated nature of ADS chapters 200-203, please also consult the comprehensive list of documents in [ADS 200.4.1](#).

### **203.4.2 Internal Mandatory References**

The Internal Mandatory reference documents mentioned in this ADS chapter are listed below. Due to the interrelated nature of ADS chapters 200-203, please also consult the comprehensive list of documents in [ADS 200.4.2](#).

<b>203 INTERNAL MANDATORY REFERENCE TITLE</b>	<b>AVAILABLE AT</b>
<b>Contract Information Bulletin (CIB) 99-17, Organizational Conflict of Interest</b>	<a href="http://www.usaid.gov/procurement_bus_opp/procurement/cib/pdf/cib9917.pdf">http://www.usaid.gov/procurement_bus_opp/procurement/cib/pdf/cib9917.pdf</a>
<b>Guidance on the New Monitoring and Evaluation Reporting System Requirements for HIV/AIDS</b>	<a href="http://www.usaid.gov/pubs/ads/200/200maw.pdf">http://www.usaid.gov/pubs/ads/200/200maw.pdf</a>
<b>Non Presence Programming Procedures</b>	<a href="http://www.usaid.gov/pubs/ads/200/200mag.pdf">http://www.usaid.gov/pubs/ads/200/200mag.pdf</a>

## **203.5 ADDITIONAL HELP**

The Additional Help documents mentioned in this ADS chapter are listed below. Due to the interrelated nature of ADS chapters 200-203, please also consult the comprehensive list of documents in [ADS 200.5](#).

<b>203 ADDITIONAL HELP TITLE</b>	<b>AVAILABLE AT</b>
<b>Activity Information Sheet (AIS) – blank template</b>	<a href="http://www.usaid.gov/pubs/ads/200/200sbj.doc">http://www.usaid.gov/pubs/ads/200/200sbj.doc</a> <b>OR</b> <a href="http://cdie.usaid.gov/npc/">http://cdie.usaid.gov/npc/</a> (accessible only within the USAID firewall)
<b>Expanded Response Guide to Core Indicators for Monitoring and Reporting on HIV/AIDS Programs</b>	<a href="http://www.usaid.gov/pubs/ads/200/200sbk.pdf">http://www.usaid.gov/pubs/ads/200/200sbk.pdf</a>
<b>Handbook of Indicators for HIV/AIDS/STI Programs</b>	<a href="http://www.dec.org/pdf_docs/PNACK416.pdf">http://www.dec.org/pdf_docs/PNACK416.pdf</a>
<b>Performance Management Toolkit (and worksheets)</b>	<a href="http://www.usaidresults.org/USAID/sitetemp.nsf/Toolkits%20Details?OpenPage%26AutoFramed">http://www.usaidresults.org/USAID/sitetemp.nsf/Toolkits%20Details?OpenPage%26AutoFramed</a>
<b>TIPS Number 01, Conducting a Participatory Evaluation</b>	<a href="http://www.dec.org/pdf_docs/PNABS539.pdf">http://www.dec.org/pdf_docs/PNABS539.pdf</a>
<b>TIPS Number 02, Conducting Key Informant Interviews</b>	<a href="http://www.dec.org/pdf_docs/PNABS541.pdf">http://www.dec.org/pdf_docs/PNABS541.pdf</a>

203 ADDITIONAL HELP TITLE	AVAILABLE AT
TIPS Number 03, Preparing an Evaluation Scope of Work	<a href="http://www.dec.org/pdf_docs/PNABY207.pdf">http://www.dec.org/pdf_docs/PNABY207.pdf</a>
TIPS Number 04, Using Direct Observation Techniques	<a href="http://www.dec.org/pdf_docs/PNABY208.pdf">http://www.dec.org/pdf_docs/PNABY208.pdf</a>
TIPS Number 05, Using Rapid Appraisal Methods	<a href="http://www.dec.org/pdf_docs/PNABY209.pdf">http://www.dec.org/pdf_docs/PNABY209.pdf</a>
TIPS Number 06, Selecting Performance Indicators	<a href="http://www.dec.org/pdf_docs/PNABY214.pdf">http://www.dec.org/pdf_docs/PNABY214.pdf</a>
TIPS Number 07, Preparing a PMP	<a href="http://www.dec.org/pdf_docs/PNABY215.pdf">http://www.dec.org/pdf_docs/PNABY215.pdf</a>
TIPS Number 10, Conducting Focus Group Interviews	<a href="http://www.dec.org/pdf_docs/PNABY233.pdf">http://www.dec.org/pdf_docs/PNABY233.pdf</a>
TIPS Number 11, The Role of Evaluation in USAID	<a href="http://www.dec.org/pdf_docs/pnaby239.pdf">http://www.dec.org/pdf_docs/pnaby239.pdf</a>
TIPS Number 14, Monitoring the Policy Reform Process	<a href="http://www.dec.org/pdf_docs/PNACA949.pdf">http://www.dec.org/pdf_docs/PNACA949.pdf</a>
TIPS Number 15, Measuring Institutional Capacity	<a href="http://www.dec.org/pdf_docs/PNACG612.pdf">http://www.dec.org/pdf_docs/PNACG612.pdf</a>
TIPS Number 15 Annexes, Measuring Institutional Capacity	<a href="http://www.dec.org/pdf_docs/PNACG624.pdf">http://www.dec.org/pdf_docs/PNACG624.pdf</a>
UNAIDS National AIDS Programmes: A Guide to Monitoring and Evaluation	<a href="http://www.afrea.org/AfreaPDFs/Afrea1.pdf">http://www.afrea.org/AfreaPDFs/Afrea1.pdf</a>
UNAIDS/UNGASS: Monitoring the Declaration of Commitment on HIV/AIDS	<a href="http://www.unaids.org/UNGASS/docs/JC718-CoreIndic_en.pdf">http://www.unaids.org/UNGASS/docs/JC718-CoreIndic_en.pdf</a>

The Additional Help websites (links) and e-mail addresses mentioned in this ADS chapter are summarized below.

ADS SECTION	DESCRIPTION	AVAILABLE AT
203.3.4.4	Bureau for Policy and Program Coordination, Office of Strategic and Performance Planning	<a href="http://www.dec.org/partners/ardb/">http://www.dec.org/partners/ardb/</a>
203.3.6.3	M/Office of Procurement	<a href="http://inside.usaid.gov/M/OP">http://inside.usaid.gov/M/OP</a> (accessible only within the USAID firewall), OR <a href="http://www.usaid.gov/procurement_bus_opp/procurement">http://www.usaid.gov/procurement_bus_opp/procurement</a>
203.3.9	PPC/DEI, to receive blank Activity Information Sheet (AIS) or to submit AIS to PPC	<a href="mailto:npctemplate@dec.cdie.org">npctemplate@dec.cdie.org</a>
203.3.9	PPC/DEI, website to access database of Activity Information Sheets (AIS)	<a href="http://cdie.usaid.gov/pmdb/npc_form.cfm">http://cdie.usaid.gov/pmdb/npc_form.cfm</a> (accessible only within the USAID firewall)
203.3.12	PPC/DEI, website to search and review documents submitted to Development Experience Clearinghouse (DEC)	<a href="http://www.dec.org/">http://www.dec.org/</a>

ADS SECTION	DESCRIPTION	AVAILABLE AT
203.3.12	PPC/DEI, to submit documents to the Development Experience Clearinghouse (DEC)	<a href="mailto:docsuubmit@dec.cdle.org">docsuubmit@dec.cdle.org</a>

## 203.6 DEFINITIONS

Effective Date: 01/31/2003

See comprehensive list contained in [ADS 200.6](#).

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<sup>i</sup> Figure 203A is titled “Measuring Performance Over Time.” In the background, the figure has two axes. The vertical axis is labeled “Level of Result,” and ranges from “Activity Level” on the bottom to “Results Level” on the top. The horizontal axis is labeled, “Time,” and ranges from “Early in Life of SO” on the left to “Later in Life of SO” on the right. In the foreground, the figure shows four circles resting on a curved line that increases from the lower-left quadrant to the upper-right quadrant. The four circles are labeled, from left to right: “Inputs,” “Outputs,” “Intermediate Results,” and “Strategic Objective” on top. The figure has two text boxes with additional explanation. First, “Results level data may not be available for performance management purposes early in life of SO.” Second, “Activity level data usually is not appropriate for performance management purposes later in life of SO.”

<sup>ii</sup> Figure 203B is titled “Levels of Results.” The figure shows a pyramid of different levels of “Results.” The pyramid is broken down into five layers. The top three layers have a side bracket labeled “Strategic Level (Results);” the layers are labeled, from the top, “USAID Goals,” “Operating Unit Strategic Objectives,” and “Operating Unit Intermediate Results.” There is a space with a dotted arrow between the top three layers and the lower two layers. The bottom two layers have a side bracket labeled “Tactical Level (Inputs and Outputs);” the layers are labeled “Sub-intermediate Results” and “Activities.” There is a dotted arrow connecting the Strategic to the Tactical levels to represent that higher goals should drive the types of activities and sub-Intermediate Results for the Operating Unit.